

STRATEGIC PLAN



Adopted by the Louisville Public Library Board of Trustees
March 14, 2013
Updated March, 2018

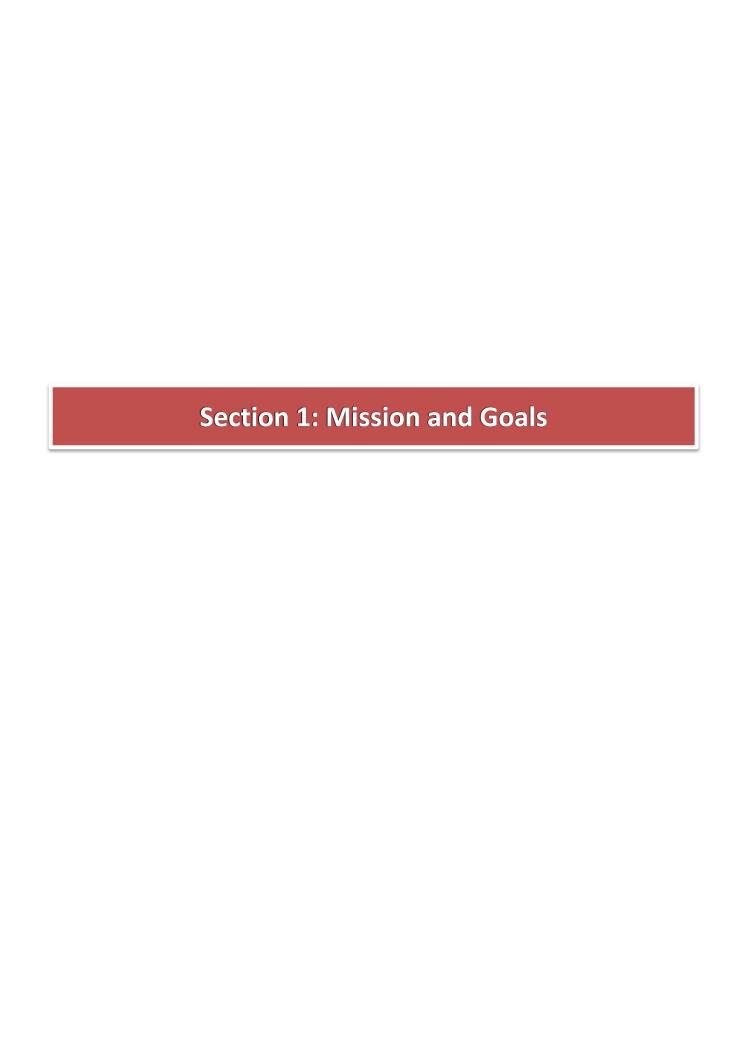
951 Spruce Street Louisville, CO 80027

303-335-4849 ■ www.louisville-library.org

Louisville Public Library Strategic Plan

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The Louisville Public Library's mission is to inform, involve, and inspire the communities we serve.

Our goals are to

Build Community

Promote Literacy

Spark Imagination and Learning

Foster Technological Proficiency

Preserve and Promote Our Community's Past

Goal 1: Build Community

The Library seeks to foster a sense of community among the residents we serve.

Objectives:

Community Living Room: We create gathering opportunities for community members to interact and create relationships with each other and with local business people, artists, entertainers, and educators.

Shared interests: Our programming brings people with common interests together.

Outside Our Walls: We have a presence at community events and pursue outreach opportunities to reinforce the integral role of the Library within the community.

Goal 2: Promote Literacy

The Library provides resources and programs for all ages to encourage the love of reading and to support literacy in the digital age.

Objectives:

Early Literacy: Our collections, programs, and services help ensure that children enter school ready to read, and enable parents and caregivers to build literacy skills for children.

Teen and Adult Literacy: Pre-teens, teens, and adults have access to library and online resources to support their reading and literacy skills.

Literacy-related activities: Library programming and events encourage reading at all ages.

Science, Technology, Engineering, Math (STEM) Literacy: We foster exploration of STEM subjects and promote STEM literacy.

Partners: We support and augment the resources of schools, preschools, and daycares, which are our natural literacy allies.

Diverse collections: Our collections reflect the diversity of our community and our world.

Goal 3: Spark Imagination and Learning

The Library provides the space, resources, and programs to help people of all ages find inspiration and become lifelong learners.

Objectives:

Bring resources to life: We provide programs that encourage creativity, deliver hands-on education, promote personal growth, and highlight the resources available through the Library.

Provide exposure for experts and artists: We collaborate with local artists, educators, and specialists to share their expertise, providing exceptional learning and entertainment opportunities to our patrons.

Encourage lifelong learning and personal growth: We help community members learn new skills by enabling them to locate the information they seek.

Provide creative spaces: We offer meeting areas and collaborative spaces to foster community dialogue. Our displays and seating areas encourage conversation and create interest in new subjects.

Goal 4: Foster Technological Proficiency

The Library strives to keep pace with the advancing technological needs of both patrons and staff to best execute our mission to inform, involve, and inspire.

Objectives:

24/7 access: We deliver interactive services using our website, online resources, functional mobile applications, and social media platforms to provide service to remote users.

Technology Education: We help patrons learn to use available technologies through classes, outreach, and one-on-one instruction.

Expanding Device Availability: We explore ways to enhance the sharing of information and entertainment through varied lendable electronic devices and hardware.

Efficient Internal Operations: We take advantage of new products to streamline and improve staff workflows.

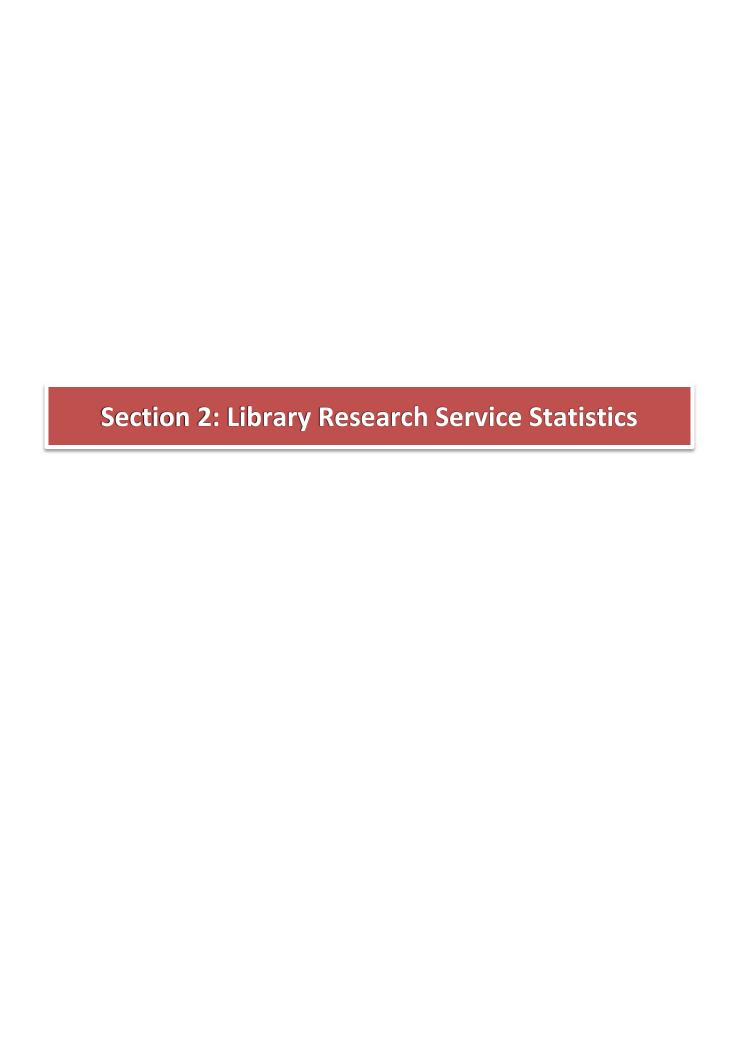
Goal 5: Preserve and Promote Our Community's Past

The Library provides access to Louisville's past.

Objectives:

Education: We help people connect to the community's past via our website, programs, electronic photographs, documents and displays about local history.

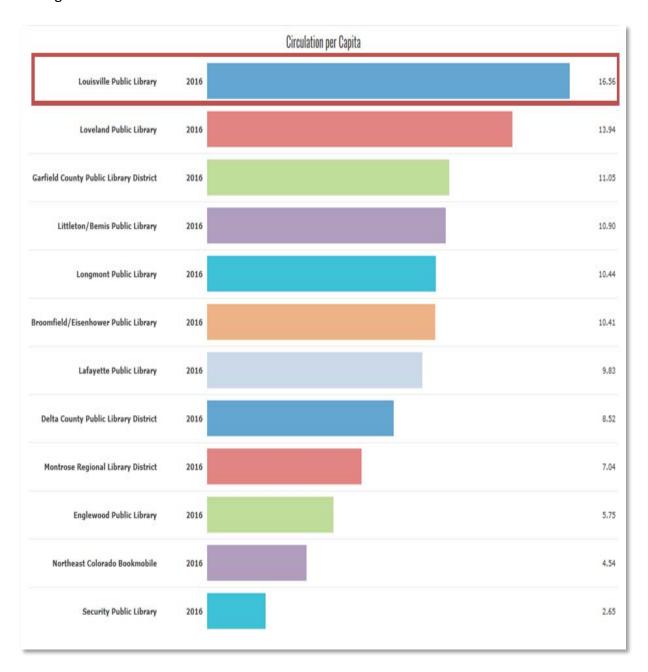
Partners: In conjunction with the Louisville Historical Museum, we pursue partnerships to enhance resource sharing and funding opportunities to increase access to unique historical materials.



Library Research Service Statistics, 2016 Compiled by the Colorado State Library

Circulation per Capita

Average is 9.3



Circulation of Children's Materials

As Percent of Total Circulation = 48% Average is 188,560



Print Volumes per Capita

Average is 2.47



Visits per Capita

Average is 5.8



Program Attendance per 1,000 Served

Average is 572.25

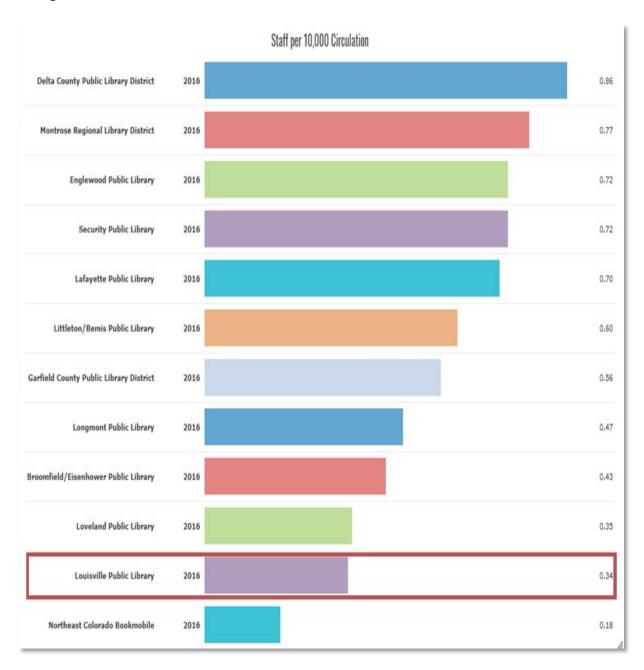


Registered Borrowers as Percent of Legal Service Area Population (Louisville & Superior)



Staff per 10,000 Circulation

Average is 0.56



Staff per 1,000 Served

Average is 0.49



Local Revenue per Capita

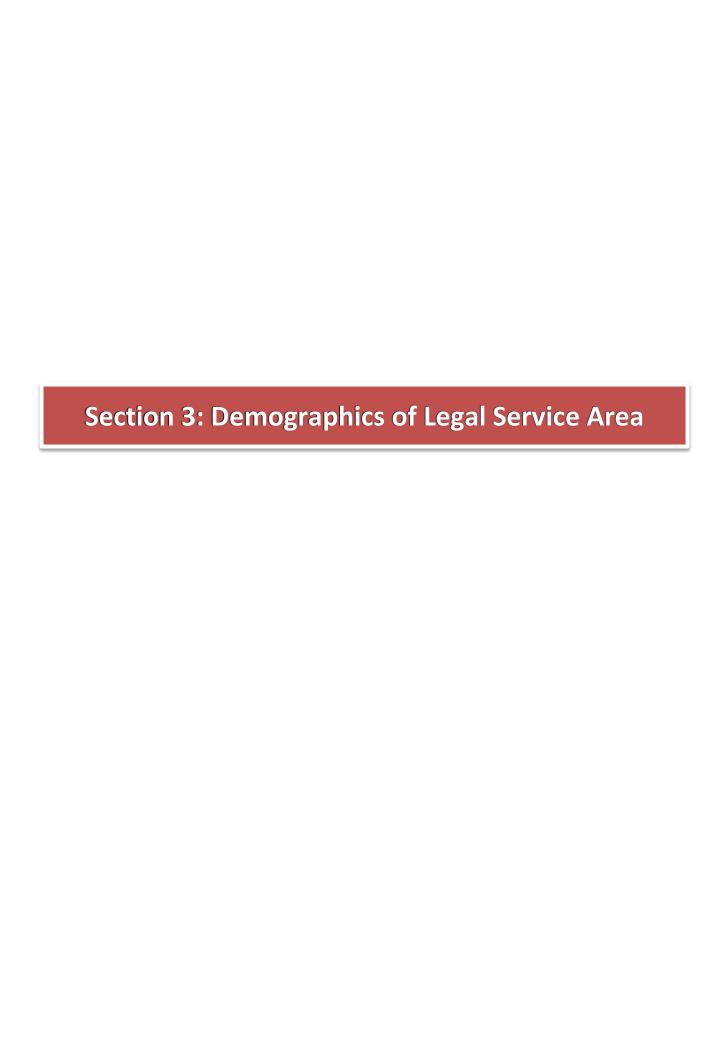
Average is \$41.57



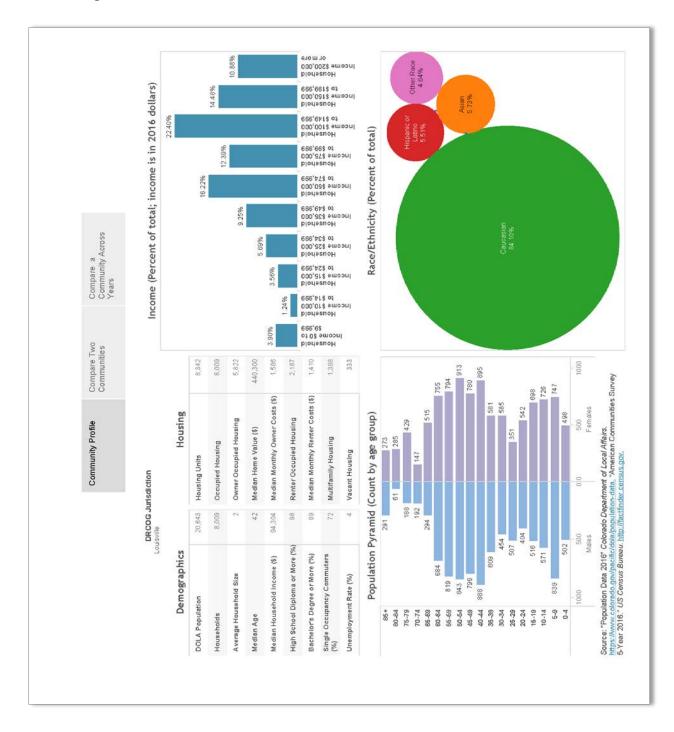
Materials Expenditures per Capita

Average is \$4.15

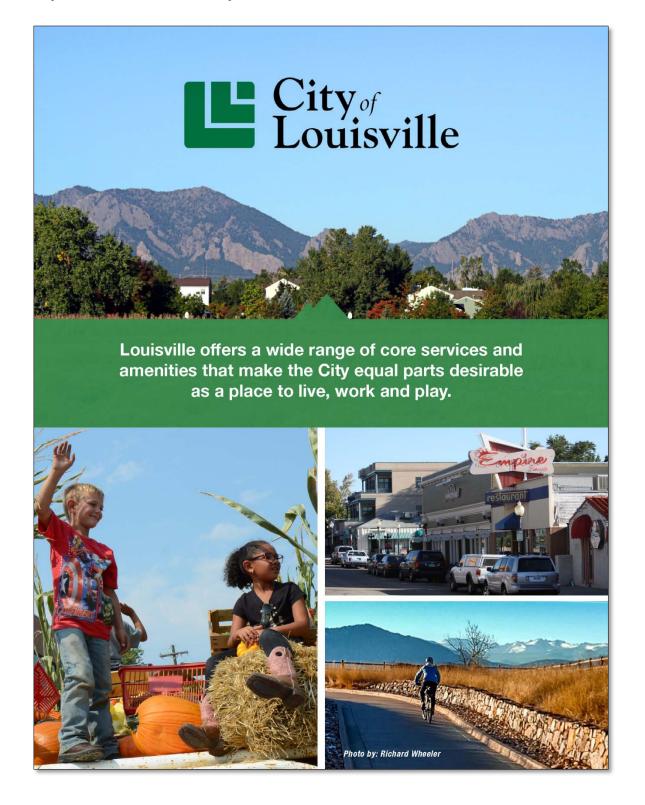




City of Louisville Community Profile Denver Regional Council of Governments, 2018



City of Louisville, 2018 City Profile





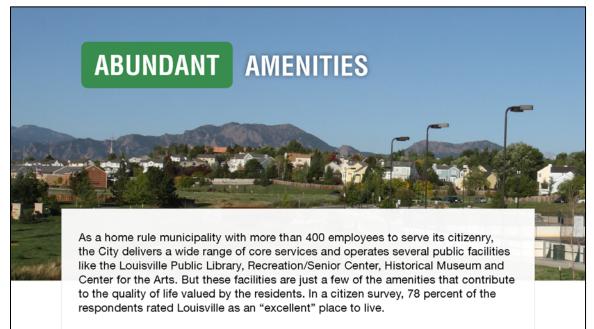
Indicative of the coal miners that first settled in the area in 1882, generations of Louisville citizens have embodied the prospecting spirit it takes to shape the community into what it is today - a City that is equal parts desirable as a place to live, work and play. Perhaps that is why since 2009, Money Magazine has five times named Louisville amongst the Best Places to Live.

That's an achievement that doesn't come by accident. It comes from building a community where people want to live and raise a family because they feel not only welcome and safe, but also intellectually challenged and creatively inspired. From its small-town, walkable community charm, to a thriving and diverse employment base and 1,700 acres of open space, Louisville is appealing on so many levels.



And, as noted in Money Magazine, "Add in dry, clear weather, little crime, good health care, low taxes, and Louisville is pretty tough to beat."

CITY OF LOUISVILLE CITY PROFILE



The City is committed to preserving the natural beauty of Colorado. About 26 percent of the City's land area is dedicated to open space, parks and public spaces that are maintained by the City. This includes 32 miles of trails spread throughout the community and the Coal Creek Golf Course with its abundant water features and sweeping views of the Flatirons.





CITY'S LAND AREA IS DEDICATED TO OPEN SPACE, PARKS AND PUBLIC SPACES



32 MILES OF TRAILS SPREAD THROUGHOUT THE COMMUNITY



AWARD-WINNING COAL CREEK GOLF COURSE



INITIATIVE TO EXPAND **REC/SENIOR CENTER &** MEMORY SQUARE POOL

Louisville's Recreation/Senior Center and Memory Square Pool offer many recreation services. Both facilities are expanding and receiving much-needed upgrades thanks to the \$28.6 million initiative passed by the citizens in 2016. These improvements will double the size of the existing facilities, with enhancements to the aquatic areas, strength and cardio fitness areas and senior and youth centers.

CITY OF LOUISVILLE CITY PROFILE



The heartbeat of Louisville is the hometown feel of Historic Main Street that provides the ever-present link to the community's modest beginnings as a mining and agricultural town. With more than 100 businesses, art galleries and restaurants, this historic business district is a focal gathering point that attracts people from near and far.





HISTORIC DOWNTOWN SHOPPING DISTRICT WITH 100 BUSINESSES, ART GALLERIES AND **RESTAURANTS**



AVISTA ADVENTIST HOSPITAL OFFERS MORE THAN 500 PHYSICIANS ON STAFF



LOUISVILLE SCHOOLS **RANK AMONG THE** TOP IN THE STATE

Louisville also offers accessibility to world-class healthcare facilities like Avista Adventist Hospital and a quality public school system. Avista offers more than 500 physicians on staff and a full range of medical specialties. As part of the Boulder Valley School District, Louisville schools offer open enrollment and consistently rank among the top in the state in standardized assessment tests.

CITY OF LOUISVILLE CITY PROFILE



town character of the community. Each summer, the Louisville Street Faire brings an added level of excitement to Historic Main Street

on Friday nights with live music, food and drink and children's activities. The City's Fourth of July celebration

includes patriotic music, food, children's games and activities, and of course, fireworks. And each Labor Day, thousands gather for Louisville's biggest celebration of the year - the Fall Festival and Labor Day Parade. With a children's pet parade and homemade pie contest, the Fall Festival truly embodies the Louisville spirit.

The Louisville Cultural Council also brings a host of live music, performing arts and other cultural activities to the community including the summer Concerts in the Park music series and stage performances at the Louisville Center for the Arts.

Additionally, the Louisville Arts District's First Friday Art Walk attracts people to the downtown galleries each month, the Louisville Farmers Market is open every Saturday from late spring to early fall, and each year concludes with the Parade of Lights celebration presented by the Louisville Chamber of Commerce that features visits with Santa, carolers, ice skating and the holiday parade.



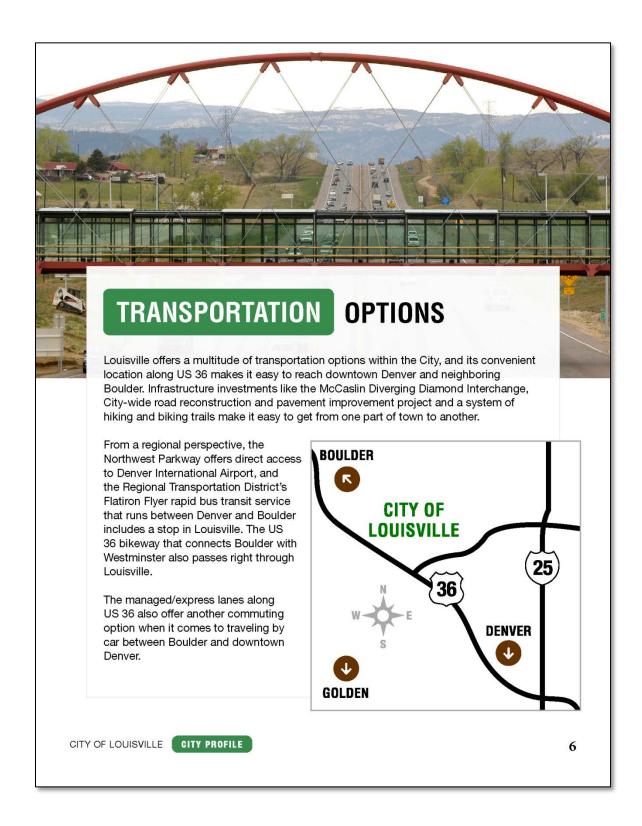








CITY OF LOUISVILLE CITY PROFILE



STRONG ECONOMY

Louisville's transportation network makes it a prime attraction for employers, as well as the availability of a highly educated workforce (more than 70 percent of the City's residents have a bachelor's degree and nearly 35 percent have an advanced degree).

There are a wide range of industries that call Louisville home – from high tech and biomedical to aerospace engineering and manufacturing. This creates a wealth of local employment opportunities. More than 14,000 people work in Louisville, and the average earnings across all industries in the City was \$79,400 in 2016.

The mix of large industry with sole proprietor retail operations and home-based businesses, make for a healthy mix of local income generators. Add to that the business support services provided by the City's Economic Development Department, Chamber of Commerce and Downtown Business Association, and the economic future of Louisville shines bright.





Results from City of Louisville Citizen Survey, 2016

City of Louisville Citizen Survey

June 2016

Information Sources

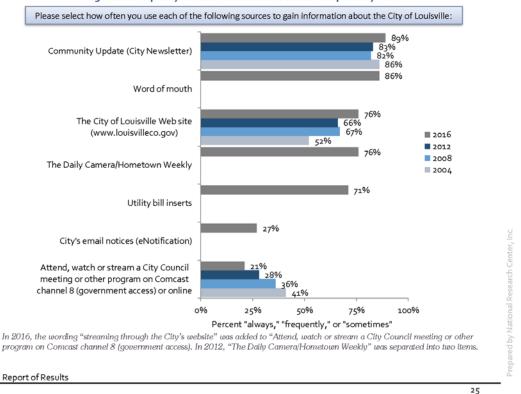
Frequency of Use

Survey respondents were asked how frequently they used a variety of sources to gain information about the City of Louisville. Almost 9 in 10 reported they used *Community Update*, the City newsletter, at least sometimes and 8 in 10 relied on word of mouth. At least 7 in 10 had accessed the City's website, the *Daily Camera/Hometown Weekly* or utility inserts to gain information. One-quarter or less reported that they sometimes, frequently or always used the Louisville's email notices or attended, watched or streamed a City Council meeting.

Fewer residents reported using City Council meetings on Channel 8 or online to get City information in 2016 than in 2012, but more residents indicated they had used the City's website or *Community Update* to gain information in 2016 than in 2012.

Use of information sources varied by respondent subgroups. Overall, use of the various sources for information about the City was higher as age increased, among homeowners, those who lived in detached housing units, those who had lived in the city for a longer period of time and households with older adults. Respondents from Ward 2 were more likely to have used each source than were those in Wards 1 and 3 (see Appendix B: Comparison of Responses by Respondent Demographics).

Figure 16: Frequency of Use of Information Sources Compared by Year



City of Louisville Citizen Survey

June 2016

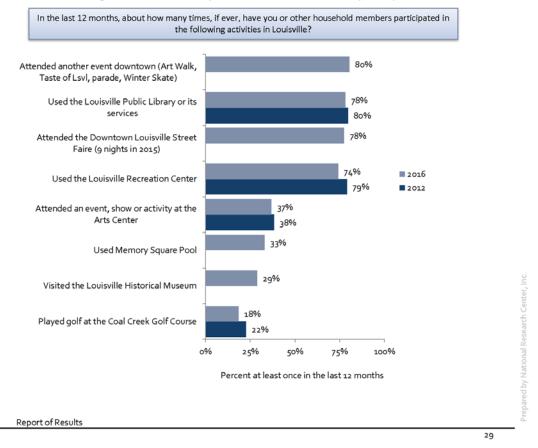
Resident Participation

Survey respondents were active in their community, with at least three-quarter saying that they had attended an event downtown (such as Art Walk, Taste of Louisville or a parade), used the public library or its services and attended the Downtown Louisville Street Faire. About one-third or less had attended an event, show or activity at the Arts Center, used Memory Square Pool, visited the Historical Museum or played golf at the golf course at least once in the past 12 months prior to the survey. These rates of participation were similar to rates reported in 2012.

When comparing rates of resident participation, Louisville residents reported much higher use of the public library and the recreation center compared to residents across the nation and the Front Range.

Overall, those 35 to 54, homeowners, households with five or more members, households with children, and those who had lived in the community for 11 to 15 years participated at higher rates than did their counterparts. Residents living in Ward 2 were more likely to use the recreation center, while residents living in Ward 1 were least likely (see Appendix B: Comparison of Responses by Respondent Demographics).

Figure 20: Resident Participation in Louisville Activities Compared by Year



City of Louisville Citizen Survey

June 2016

Table 8: Question 8

Please circle the number that comes closest to your opinion about the Louisville Public Library and Historical Museum and their services:	Exc	ellent	G	ood	F	air	P	oor	To	otal
Louisville Public Library programs (e.g., story time, One Book program, etc.)	59%	N=247	39%	N=164	2%	N=10	0%	N=o	100%	N=420
Services at the Louisville Public Library (e.g., reference desk check out, etc.)	64%	N=363	34%	N=192	2%	N=13	0%	N=2	100%	N=569
Internet and computer services at the Louisville Public Library	44%	N=178	48%	N=192	8%	N=30	0%	N=1	100%	N=401
Louisville Public Library services online at www.louisville-library.org accessed from home or elsewhere (e.g., book holds, access databases, research, etc.)	55%	N=251	38%	N=173	7%	N=33	0%	N=o	100%	N=457
Louisville Public Library materials and collections	33%	N=181	51%	N=278	14%	N=79	1%	N=5	100%	N=544
Louisville Public Library building	63%	N=380	35%	N=212	3%	N=16	0%	N=o	100%	N=607
Overall performance of the Louisville Public Library	56%	N=325	40%	N=232	3%	N=19	0%	N=1	100%	N=577
Louisville Historical Museum programs (e.g., lectures, walking tours, newsletters)	40%	N=109	49%	N=132	10%	N=26	1%	N=2	100%	N=269
Louisville Historical Museum campus	37%	N=102	51%	N=141	11%	N=29	1%	N=3	100%	N=275
Overall performance of the Louisville Historical Museum	41%	N=117	48%	N=139	11%	N=31	0%	N=1	100%	N=288

Prepared by National Research Center, Inc.

Report of Results

City of Louisville Citizen Survey

June 2016

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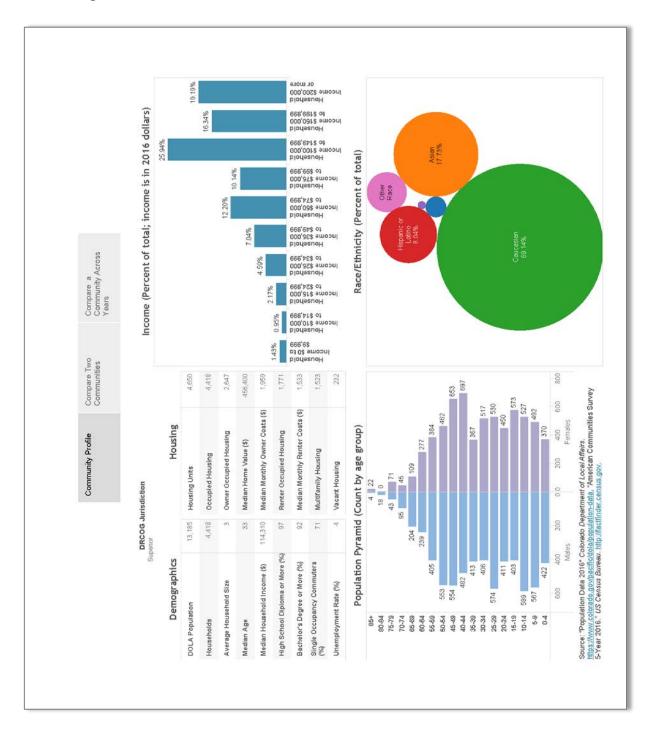
Prepared by National Research Center, Inc.

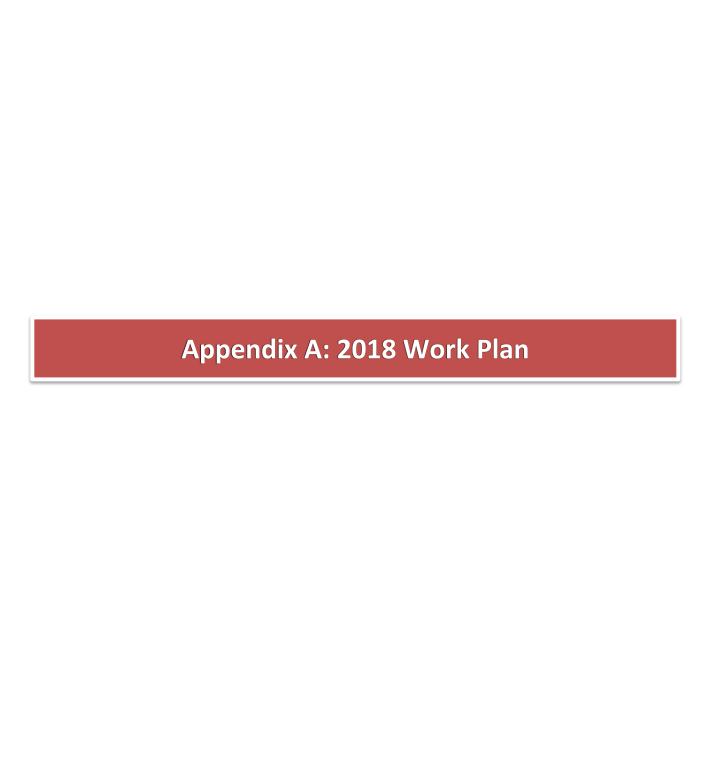
Report of Results

Table 79: Library and Museum Ratings by Respondent Characteristics closest to your opinion about 24	185											June 2016
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of the Louisville Historical Museum 86% 89% 90% 92% 86% 91% 88% 90% 85%		Overall performance of the Louisville Historical Museum	%98		%06	95%	86%	91%	88%	%06	85%	89%

80: Library ar											JUNE 2010
	nd Museum	Ratings	by Respo	undent	Charac	teristics	10				
Please circle the number that comes closest to	Length of residency	sidency		Number of household members	er of hous members	sehold	Presence of children	nce of Iren	Presence of older adults	nce of adults	
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je,		%66 ,			92%	100%	%86	92%	%26	%86	%86
Services at the Louisville Public Library (e.g., 199%) reference desk check out, etc.)		%96		_	%66	100%	92%	%66	%26	%86	%86
Internet and computer services at the Louisville Public Library		%26	91%	91%	93%	100%	%26	93%	91%	95%	95%
Louisville Public Library services online at www.louisville-library.org accessed from home or elsewhere (e.g., book holds, access databases, 92%	%26	%88		93%	93%	95%	93%	95%	95%	%76	93%
Louisville Public Library materials and collections 84%	95%	77%	83%	82%	87%	78%	84%	85%	85%	84%	85%
Louisville Public Library building	%66	%86	%26	%/6	%86	100%	92%	%86	92%	92%	%26
Overall performance of the Louisville Public Library 95%	%66	93%	92%	%/6	%96	100%	92%	%96	%96	92%	%96
Louisville Historical Museum programs (e.g., lectures, walking tours, newsletters)	80%	93%	91%	95%	%68	77%	91%	%88	%68	93%	%06
Louisville Historical Museum campus 93%	83%	91%			89%	%06	87%	%06	89%	%98	88%
Overall performance of the Louisville Historical		3	%06	%06	%68	%62	%06	%88	89%	%88	89%

Town of Superior Community Profile Denver Regional Council of Governments, 2018





Goal #1: Build Community

We seek to foster a sense of community among the residents we serve.

Objectives

1. Community Living Room

We create gathering opportunities for community members to interact and create relationships with each other and with local business people, artists, entertainers, and educators.

1.1 Work Plan Responses

A. Everybody Welcome

- Library staff welcomes all visitors and helps make each stay enjoyable and productive.
- The Library provides service to diverse populations.

B. Children's, Teen, and Adult

- Spaces in Children's, Teen, and Adult sections of the library are reallocated to respond to changing needs of our users.
- In the Adult Services section, table space is increased to accommodate the growing demand for study and work surfaces.
- Upper elementary students (Tweens) have a new area within the children's library with seating, study, and collection space.
- Teen Loft is reorganized to be more welcoming and to encourage browsing, de-emphasize PCs.

C. Family Events

- An afternoon storytime is added to provide an additional opportunity for young children to attend.
- Quarterly Maker Expos give families access to a variety of STEM and craft experiences.

D. Community Events

 'Louisville Live' programs provide forums for nonjudgmental explorations of contemporary issues facing the community and the nation.

2. Shared Interests

Our programming brings people with common interests together.

2.1 Work Plan Responses

A. Survey Data

- Using RIPL tools we survey users to assess effectiveness.
- We use survey responses to guide planning for the Summer Reading Program.

B. Summer Reading Program

 We create a forum for learning through large-scale programming efforts. The 2018 program is geared to engage entire families, with similar program structure regardless of age.

C. On the Same Page

 Adults in Louisville, Superior, and Lafayette are encouraged to read the 2018 title and attend related programming.

D. Business Community

 We partner with Louisville Chamber of Commerce to present speakers of interest to business owners.

3. Outside Our Walls

We have a presence at community events to reinforce the integral role of the Library within the community.

3.1 Work Plan Responses

A. Partnering with Schools

- We continue to partner with BVSD's Summer School program to encourage reading and STEM education during the Summer Reading Program.
- Girl Scout troops attend tech classes to meet requirements for badges.
- Staff attends school-related events as possible, although staffing and ROI doesn't permit visits during Parent/Teacher conferences or Back To School nights.

B. Getting the word out

 Staff and Library Board members attend community events such as the Superior ChiliFest and Louisville's Farmers' Market to promote library services.

C. Business Community

 Staff regularly participates in activities and meetings of the Louisville and Superior Chambers of Commerce.

Goal #2: Promote Literacy

We provide resources and programs for all ages to encourage the love of reading and to support literacy in the digital age.

Objectives

1. Literacy for Children

Our collections, programs, and services help ensure that children enter school ready to read, and empower parents and caregivers to build and support literacy skills in their children.

1.1 Work Plan Responses

A. Elimination of fees for overdue print material

 Books and other print material in the Children's collection do not accrue overdue fees to remove barriers to library use and encourage reading.

B. Preschool literacy

- Books are rearranged so that those for our youngest library users are close to the early learning center and the collection progresses sequentially throughout the Children's area by reading level.
- To accommodate increased attendance at morning storytimes, staff adds another Toddler session.
- Pre-readers enjoy a newly installed early learning center of interactives and manipulables.

C. School-age support

- 'Read To Rover' continues weekly. Along with Reading Buddies pairs (beginning readers and teen mentors), these programs provide fun, supportive environments to practice reading for reluctant readers and those reading below grade level.
- Easy Readers are identified by reading levels to make it easier for parents and children to find books with appropriate vocabulary and difficulty.

2. Teen and Adult Literacy

Pre-teens, teens and adults have access to library and online resources to support their reading and literacy skills.

2.1 Work Plan responses

A. Ongoing Programs

 The Summer Reading Program and book clubs provide avenues for established readers to explore new titles.

B. E-books

As part of the Front Range Downloadable Consortium,
 Louisville continues to fund popular e-books.

C. Electronic resources

 A wide variety of databases are available to Louisville library card holders through cooperative planning for cost-effective subscriptions by the Flatirons Library Consortium.

D. Teen Services

 A reconfiguration of the Teen Space improves access to library materials for teens while de-emphasizing the prominence of PCs.

3. Literacy-related Activities

Library programming and events encourage reading at all ages.

3.1 Work Plan responses

A. Passive Programming

 We offer drop-in crafts, word games, and puzzles throughout the library.

B. On The Same Page

 Readers of this year's One-Book title see other library material on themes and events in the book to stimulate their reading curiosity.

C. Collection Management and Access

- Audio books for adults and teens as well as Manga and graphic novels move to more prominent spaces to increase visibility and browsing.
- Expanded use of electronic tools allows staff to thoroughly analyze how the collection is being used, improving our ability to update and weed based on what is checking out and what's not.

4. <u>Science, Technology, Engineering, Math (STEM) Literacy</u>

We foster exploration of STEM subjects and promote STEM literacy.

4.1 Work Plan Responses

- **A.** We **partner** with CU Boulder and local professionals and organizations to provide expertise to encourage exploration of STEM skills at all ages.
- **B.** Ongoing classes support STEM and STEAM literacy for adults and teens.
 - The Library's thriving 'Girls Who Code' program builds programming skills for teens.

C. Exhibits and programs

Biannual coding workshops offer instruction for all ages.

5. Partners

We support and augment the resources for seniors, schools, preschools and daycares, which are our natural literacy allies.

5.1 Work Plan Responses

A. One Book 4 Colorado

 Louisville and Superior 4-year-olds again receive a free copy of this year's chosen title provided by the State Library and distributed through the Library and Library Trustees to individuals, daycares, and preschools.

B. Youth and Senior Agencies

 We provide program support for the Senior Center and the BVSD Adult Transition program.

6. <u>Diverse Collections</u>

Our collections reflect the diversity of our community and our world.

6.1 Work Plan Responses

A. Multicultural Resources

- Storytimes and displays reflect the rich diversity of our world.
- Staff seek to build collections that are diverse and represent a variety of perspectives.

B. Non-traditional Resources

Additional microscope available for checkout.

Goal #3: Spark Imagination and Learning

We provide the space, resources, and programs to help people of all ages find inspiration and become lifelong learners.

Objectives

1. Bring Resources to Life

We create programs that encourage creativity, deliver hands-on education, promote personal growth, and highlight the resources available through the Library.

1.1 Work Plan Responses

A. Children's

- We offer both STEM and art classes on a monthly basis to school-aged children.
- 'Messy Art' encourages toddlers to explore art.
- New STEM and craft Tween programming is scheduled quarterly.

B. Teen

- Regularly scheduled Teen Creations programs offer teens opportunities to explore crafts.
- Passive programs and contests encourage creative pursuits such as writing and photography.
- The teen book review blog allows teens to publish their writing online.

C. Adult

 Business classes promote financial literacy by teaching residents about home buying, public speaking, starting a business and other topics.

2. Wide-Ranging Learning Experiences and Exposures

We collaborate with local artists, educators, and specialists to share their expertise, providing exceptional learning and entertainment opportunities to our patrons in a flexible, inviting environment.

2.1 Work Plan Responses

A. Art Shows

 Students, amateurs, and professional artists show their work through gallery displays and exhibits. Partners include the Louisville Art Association, the Louisville Cultural Council, Parks and Recreation, and area schools.

B. The Makerspace

 Coding and circuitry games provide fun STEM learning for families in a casual, self-paced setting.

C. Maker in Residence

 Area illustrators of children's books provide instruction for families.

3. <u>Lifelong Learning and Personal Growth</u>

We help community members learn new skills by enabling them to locate the information they seek.

3.1 Work Plan Responses

A. Flatirons Library Consortium

 1.3 million items are available for delivery to Louisville card holders within 48 hours from the other five member libraries.

B. Website

 Free online learning and course access on hundreds of topics are available through Lynda.com.

C. Programs

- Aspiring authors attend ongoing writers' groups.
- Young writers attend fall writing classes presented in partnership with the Louisville Cultural Council.

Goal #4: Foster Technological Proficiency

We strive to keep pace with the advancing technological needs of both patrons and staff in order to best execute our mission to inform, involve, and inspire.

Objectives

1. <u>Technology Education</u>

The Louisville Public Library helps patrons learn to use available technologies through classes, outreach, and one-on-one instruction.

1.1 Work Plan Responses

A. Tech Outreach

 Regularly scheduled Tech Guru advice sessions and individual appointments help adults to better use their electronic devices.

B. Tech for Kids and Teens

 The Library's thriving 'Girls Who Code' program builds programming skills for teens.

2. Expanding Device Availability

Library staff explores ways to enhance the sharing of information and entertainment through varied lendable electronic devices and hardware.

2.1 Work Plan Responses

A. Portables

 Staff tracks wireless use to assess volume of use of electronic resources and the library's website.

3. <u>Efficient Internal Operation</u>

We take advantage of new products and training to streamline and improve staff workflows.

3.1 Work Plan Responses

A. Cooperation and collaboration

 Consortial pricing makes additional subscriptions and services available to library card holders.

B. Courier service for patron hold requests

 Improvements in courier service cut delivery time for library users' holds coming from Flatirons Library Consortium and Prospector libraries.

C. Library security

 Building on the 2017 security audit, door alarms and other safety features are monitored regularly.

D. New building automation system

 Equipment improves efficiency for heating and cooling and can be controlled remotely from City Services facility.

Goal #5: Preserve and Promote Our Community's Past

We share documents related to Louisville's past through electronic access, programming, and displays.

Objectives

1. Education

Citizens readily find electronic photographs and documents related to Louisville's past. The Library's website, programs, and displays about local history help people connect to the community's past.

1.1 Work Plan Responses

A. Access

- Webpages for the Historical Museum are separated from the Library's website to improve visibility and access to historical resources.
- The Louisville Times from 1942-2007 is available 24/7 through the Colorado Historic Newspaper Collection.

B. Programs

 Six evening programs about Louisville's history are given by Historical Museum staff and local experts.

C. Genealogical research

 Individualized help is available by appointment through the library's Genealogy Guide.